

**Initiatives for the Angolan Children and Youth
Futures Project, Christian Children's Fund and
the Family Tracing and Placement Program,
Save the Children/UK**

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by

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List of Acronyms

CCF	Christian Children's Fund
CIDC	children in difficult circumstances
DCOF	Displaced Children's and Orphans Fund
DFID	Department for International Development–Great Britain (formerly Overseas Development Agency, ODA)
FAA	Angolan Armed Forces
IACYF	Initiatives for Angolan Children and Youth Futures
ICRC	International Committee of the Red Cross
IDP	internally displaced person
INGO	international non-governmental organization
GOA	Government of Angola
M&E	monitoring and evaluation
MINARS	Ministry of Assistance and Social Reintegration
MINED	Ministry of Education
MINSAU	Ministry of Health
MONUA	UN observer mission in Angola
MPLA	Movement for the Liberation of Angola
MWTT	Mobile War Trauma Team
NGO	nongovernmental organization
OIM	Organization of Migration
PBWTT	Province Based War Trauma Team
SCF/UK	Save the Children Fund, United Kingdom
UCAH	Unit for the Coordination of Humanitarian Aid to Angola
UN	United Nations
UNHCR	The United Nations High Commissioner for Refugees
UNITA	Union for the Total Independence of Angola
USAID	United States Agency for International Development
WFP	World Food Programme



Summary, Main Findings, and Recommendations

Christian Children's Fund

The Christian Children's Fund has been working in Angola with children traumatized by war since 1994, most recently through its Province Based War Trauma Team (PBWTT) project, funded by USAID from 1996-1998. A cost extension was approved for this project for the period from October 1998 through September 2002. The Initiatives for Angolan Children and Youth Futures (IACYF) project's overall goal is to reduce the transgenerational transmission of violent behavior in children exacerbated by the war. It aims to continue community-based activities begun in the PBWTT project to improve prosocial behavior in school-aged children, and to expand the target group to include adolescents, preschool children, and communities as a whole. Project activities include

- Training key adults who work with children to recognize and address the behavioral consequences of war trauma and violent behavior in school-aged children and adolescents;
- Organizing activities to promote children's healing and social integration;
- Job skills training for youth through an apprenticeship program;
- Small grants and loans to support income-generating activities for selected adolescents;
- Working with parents of preschool children to improve positive parenting skills; and
- Supporting community projects of relief, rehabilitation, and development.

The project was designed to work in communities in eight provinces, and it assumed that access to these areas would continue to be possible in the context of the peace that followed the signing of the Lusaka protocol in 1994. Civil war erupted in December 1998, just as the IACYF project began. CCF closed its office in Malanje, staff from Huambo and Bié were evacuated, and access to rural communities became impossible in many parts of the country.

These assessment team was asked to assess the current status of the project, to make recommendations regarding modifications in project design and implementation in response to the change in circumstances, and to analyze the project's proposed monitoring and evaluation plan. The principal findings and recommendations are:

- The project's overall design is sound, and the consultants agree with its proposed goals, objectives, and activities. Only a redefinition of the geographic target area and target population is needed. The

numerical outputs (number trained, number of communities reached, number of youth in apprenticeships, etc.) do not need to be modified.

- The extension project did not begin until December and the unexpected outbreak of the civil war caused further delays. CCF has put off hiring new project staff. As a result, the project is approximately six months behind the original schedule in both implementation and spending. Now that the crisis has been dealt with and a contingency plan is in place, CCF should work to finalize the project design and move the project forward as quickly as possible in accessible areas.
- The security situation is unpredictable. Rural areas are largely depopulated and dangerous, while the areas in and immediately surrounding most provincial capitals are relatively safe. It is likely that the project can be successfully implemented as designed in Luanda, Benguela, and Huila. The areas immediately surrounding the capitals of Uige and Moxico will probably also remain accessible. Huambo and Bié are unpredictable. As the project will require a minimum of 24 months to have an impact in any geographic area, a final decision on whether to work in Huambo and Bié should be put off no later than the mid-term evaluation. Meanwhile, project resources can be reallocated to the five accessible provinces. Since impact will require continued presence in communities, CCF should avoid working in unstable areas where it would be forced to move in and out.
- There are many internally displaced persons (IDP) in and around provincial capitals and in Luanda. Many are recent arrivals, while others have been there for many years. It is reasonable to include some groups of IDPs among the project's target groups, though their needs may be somewhat different than those of more settled communities and neighborhoods.
- Gender issues were insufficiently addressed in the PBWTT project and are not specifically addressed in the IACYF concept paper. Objectives and indicators for the IACYF project should be disaggregated by gender in order to assure that the needs of both males and females receive adequate attention.
- The new project does not include objectives or activities for raising public awareness or affecting policy. CCF has become one of the acknowledged leaders in the area of psychosocial issues and children in Angola. Limited public awareness and policy objectives and activities should be included in the IACYF project.
- The extension project was approved based on a document that was not a fully developed proposal. CCF should prepare a written project implementation plan that includes a clear statement of goals and objectives, outputs, indicators, and benchmarks. CCF should also document the training curriculum that will be used in training key adults who will work with youth, criteria for selection of youth for vocational training and for selection of income-generating projects.

- The monitoring and evaluation plan for the previous project was ambitious and scientifically correct but unworkable on the ground. Detailed suggestions for a more workable monitoring and evaluation plan for the IACYF are presented in this report.

Save the Children/United Kingdom

Save the Children/UK received a grant from USAID for a project of child tracing and family reunification in 1995 which is scheduled to end in July 1999. SCF/UK is planning to request a cost extension for early 1999. The consultants were asked to assess the current status of the project, to analyze the current pipeline and justification for a no-cost extension, and to comment on the project extension concept paper.

SCF/UK is working with the Ministry of Assistance and Social Reintegration (MINARS) to trace and reunify voluntarily and involuntarily separated children and families, to support alternatives to institutionalization for children who cannot be reunified with their families, to build the capacity of MINARS to provide these services, and to influence public policy toward alternatives to institutionalization. SCF/UK is providing financial incentives to MINARS staff as part of this project.

Before the resurgence of the civil war, the caseload of involuntarily separated children was expected to trail off, and SCF/UK planned to wean MINARS from financial incentives, to phase out its own work on family tracing, and to begin work on the growing problem of voluntarily separated children. The war has increased the caseload of involuntarily separated children, and reunification has become more difficult because of inaccessibility to UNITA-held areas. The number of institutionalized children will grow rather than shrink. SCF/UK believes that MINARS requires training in financial management, administration, and social work to take over management of the Family Tracing project and estimates that the management transition will require twelve months.

SCF/UK managers project that there will be no more than a one-month pipeline at the end of the current project in July. They are currently planning to seek a two year cost extension of about \$1.1m from USAID to continue the Family Tracing program. The extension will have objectives that are similar to the current project, with special emphasis on capacity-building of MINARS. At the present time, SCF/UK has prepared a draft budget and a short concept paper outlining its proposed program.

The consultants emphasized that SCF/UK should prepare and submit a full proposal before the end of April 1999. The proposal should continue the existing family tracing program, but should not include objectives related to the complicated issue of prevention of voluntary separation. In light of the growing number of children and families involuntarily separated by the war, continuing incentives to MINARS staff at a reduced rate is a reasonable way to assure continuation of services. SCF/UK's plans to eliminate the incentives within 12 to 18 months are reasonable, although the incentives may need to continue if the conflict worsens.

Objectives of the Consultancy

Christian Children's Fund Project: Initiatives for Angolan Children and Youth Futures

The Initiatives project will expand previous project interventions to children and youth using a cadre of trained caregivers and established partnerships. As the project is still being developed, a situational analysis was conducted using external consultants in an effort to assist the Angola team with the project expansion. The projects objectives are as follows:

- Assess the current status of the project and the extent to which project goals are attainable,
- Assess the impact the civil war environment will have on project operations,
- Identify strengths and weaknesses in the program design,
- Review the current infrastructure at the national and provincial levels,
- Assist with the development of a contingency work plan in the event of intensified civil war, and
- Analyze the project's monitoring and evaluation plan, methods, and indicators

Save the Children/UK Project: Family Tracing and Placement Program

The Family Tracing and Placement Program's objectives are as follows:

- Assess the current status of the Placement program due to end July 31, 1999;
- Analyze the current pipeline and justification for a no-cost extension; and
- Comment on the concept paper for project extension.

To conduct this assessment, Donald Whitson, MD, MPH, and Elizabeth Adelski, Ph.D., visited Angola on behalf of USAID's Displaced Children and Orphan Fund (DCOF) from March 19 to April 3, 1999.

The Civil War in Angola

Recent Developments

Angola has been embroiled in a civil war for nearly 30 years, and some the most intensive fighting has occurred in the years following elections in 1992. The Lusaka protocol in 1994 brought temporary peace and called for the demobilization of the government and Union for the Total Independence of Angola (UNITA) forces, monitored by UN observers. Access became possible to rural areas that had long been inaccessible, and many displaced families returned to rural communities.

Both government and UNITA forces, however, evaded the demilitarization process and have rearmed over the past two years. Access to areas held by UNITA became increasingly difficult beginning in 1996.

Widespread fighting erupted in December 1998. Two United Nations (UN) planes were shot down, and the UN reduced its observer mission, which was formally closed in February 1999. The government launched a large-scale military offensive on December 5, 1998, met fierce UNITA opposition. UNITA recaptured many areas that it had earlier lost to government control and now controls well over half of the depopulated countryside. Thousands of rural families have fled to the relative safety of the provincial capitals, which remain under government control. Shelling of Malanje city and Kuito began in December and has continued intermittently.

NGO staff were evacuated from the provincial capitals of Huambo and Kuito (Bié province) on December 12, 1998 for security reasons. They returned in January, only to be evacuated again in February. The Unit for the Coordination of Humanitarian Aid to Angola (UCAH) has imposed a limit of 20 NGO staff in Kuito and 30 in Huambo.

The absence of a forum for dialogue has prevented the development of channels for delivering humanitarian aid to rural areas. UNITA-held areas are inaccessible, even to the International Committee of the Red Cross (ICRC) and the UN. The organizations working in UNITA-held areas would be under suspicion by both government forces and civilians on their return, which would hamper further work in government-held areas. UNITA is using hit-and-run tactics that drive the population into the overburdened provincial capitals, but shows little interest in capturing and holding these cities.

At least 300,000 internationally displaced persons (IDP) already have fled to the provincial capitals and Luanda, joining over two million others who moved to the cities earlier in the ongoing war. This influx is causing severe strains on housing, water, food, police, and other services. Food production is falling and inflation is rising.

The U.S. Embassy security officer thinks that the following areas will likely remain safe in the near future: Luanda, Bengo, southwestern Huila, Namibe, and most of Benguela. The Minister of Assistance and Social Reintegration agrees and adds western Moxico, Uige (capital), most of Kwanza Norte and Kwanza Sul, northern Kuando Kubango, and Cunene.

Implications of the Renewed Conflict

1. The chronic war in Angola has created coping mechanisms that make life more normal than circumstances would suggest to outsiders. Many Angolans say that they are “accustomed to the war; it is familiar to them as a context in which to work. It is possible to do meaningful development work even within the wartime context.
2. The CCF project can continue to work in Luanda, Huila, and Benguela as planned. The areas immediately surrounding the capitals of Moxico and Uige are also likely to remain safe. Bié and Huambo are unstable, and the office in Malanje has already been closed.
3. The large population of new and long-term IDPs in relatively stable areas can be substituted for some of the originally planned target groups.
4. Most IDPs have emotional and cultural ties with their communities of origin and are likely to wish to return home once it is safe. This may not be true for long-term IDPs and young people raised in urban centers.
5. There are many children out of school and an excess of teachers, whereas classrooms are in short supply. Building and furnishing classrooms is a reasonable objective.

Christian Children's Fund

Programs

The Initiatives for Angolan Children and Youth Futures (IACYF) project is a continuation of CCF's previous projects aimed at psychosocial rehabilitation of children affected by war, including child soldiers. The experiences gained in these projects were incorporated into the IACYF proposal and are described below.

Mobile War Trauma Team project: September 1994 to September 1995

Funding: Support from ASDI plus small contributions from other agencies

This program began in 1994 in CCF's second year in Angola. The project was launched following the Lusaka Protocol in November 1994. The project goal was to increase the capacity of key adults who work with children to deal with their own feelings resulting from the stress of working in a dangerous environment, to recognize psychological trauma in war-traumatized children, to provide psychosocial support, and to help heal traumatized children.

The Luanda-based team developed a curriculum adapted to the Angolan context that included elements of child development, the impact of war on children, traditional rites and rituals associated with death, Western and traditional methods of dealing with trauma, and conflict resolution. A total of 574 adults were trained to provide psychosocial support to children affected by war. Trainees included community leaders, MINARS staff, teachers, and staff of children's homes. These trainees, in turn, reached an estimated 15,000 children. Qualitative evaluation indicated a reduction in symptoms of stress and increased adaptive behavior among these children.

Reintegration of Child Soldiers in Angola: September 1996 to August 31, 1998

Funding: USAID and UNICEF

This project aims to sensitize communities to the return of demobilized child soldiers. It included reuniting child soldiers with their families and providing follow-up to as many of them as possible. The project was carried out in the provinces of Benguela, Bié, Huambo, Huila, Malanje, Moxico, and Uige. CCF's project formed a part of the National Program of Demobilization of Child Soldiers, in collaboration with UCAH, the Ministry of Assistance and Social Reintegration MINARS, UNICEF, the Organization of Migration (OIM), the World Food Programme (WFP), SCF/UK, and other nongovernmental organizations (NGO).

The CCF team worked by recruiting local teams of religious activists, mostly catechists, to work with children and demobilized youth, reinforcing the role of traditional authorities and leaders in communities, and disseminating information at the national, regional, and local levels. Individual soldiers were

received by families or community leaders through the intervention of the activists, who then helped the soldiers, their families, and their communities through the adaptation and reconciliation process.

A total of 9,133 child soldiers were registered from UNITA and the Angolan Armed Forces (FAA); 4,104 were transported back to their regions of origin, 2,153 were reunited with their families; and 1,621 received systematic follow-up. Follow-up was limited due to difficulty accessing rural areas under UNITA control since early 1997.

Province Based War Trauma Team (PBWTT): September 1, 1995-September 30, 1998

Funding: \$2.6 million from USAID/DCOF; \$54,000 from UNICEF (first year only, in Moxico and Huila; also office space and other administrative support); \$479,000 from CCF; \$266,877 from the Dutch Embassy, and \$12,000 from Africare.

The PBWTT project, a direct extension of the MWTT project, aimed to expand and adapt its curriculum and activities and to apply them on a wider scale in eight provinces. The program was designed to take advantage of the continued peace resulting from the 1994 Lusaka Protocol and the increased access to the provinces.

The goal of the program was to reintegrate traumatized children into families and communities by increasing the capacity of local organizations and adults to help children affected by war to re-adjust. Increased capacity included a better understanding of the psycho-social needs of children and an ability to use a variety of techniques taught by CCF to deal with the stress of exposure to violence and to peacefully resolve conflicts.

The specific objectives and outputs included the following:

- 4,000 adults who worked with children trained during three years and received follow-up advice and support,
- 320,000 children directly assisted by trained adults,
- Documentation of specific cases and experiences,
- Recommendations for a national policy on unaccompanied children formulated with CCF involvement and adopted by the Angolan government, and
- Elements of CCF's training curriculum institutionalized as a part of GOA social service training programs

Recommendations from the mid-term evaluation resulted in the following additional activities:

- Project set out to document traditional healing practices relevant to social reintegration of war-traumatized children and child soldiers.
- Community development projects were added to mobilize and revitalize communities, including organizing soccer teams and handicraft groups; building school classrooms and traditional community centers; and repairing water sources.

Project teams were located in Luanda, Benguela, Moxico, Malanje, Uíge, Huíla, Huambo, and Bié. The teams identified communities and evaluated their needs, identified key adults and institutions for training and conducted training seminars, and provided periodic follow-up visits to trainees. They also supported communities in development projects and carried out data collection, including impact data on trainees, beneficiaries, community projects, case studies of children, and the collection of ethnographic information regarding traditional healing practices.

Project achievements include the following:

- A 40-hour participatory curriculum to train adults, developed by the team, to recognize and manage children's psychosocial trauma and community reintegration.
- 182 training seminars were held for 5,158 adults, including community leaders (34 percent), teachers (42 percent), church staff (9 percent), NGO staff (6 percent), and others.
- More than 120 community development projects (133 soccer teams, 18 schools, 3 water projects, 14 dancing and theater groups, 7 jangos built or rehabilitated, and other projects)
- 111,000 direct beneficiaries and 187,000 indirect beneficiaries.
- Work in policy and public awareness included meetings with the government; radio and television interviews; protocols signed with government and non-governmental agencies; and policy papers drafted.
- Traditional rituals for social reintegration of people affected by war documented, including a final descriptive report.

The project demonstrated that an all-Angolan team is effective, and that a flexible approach incorporating traditional culture and Western practices can be effective, as can community-based approaches to psychosocial problems. The project also raised public awareness of the psychosocial impact of war on children and placed the issue on the national policy agenda. CCF has established itself as a lead organization with regarding the psychosocial impact of war on children in Angola.

Although the team collected extensive monitoring and evaluation (M&E) data on the psychosocial status of children, including symptoms, behaviors, and attitudes, and comparison data on control communities), an accident in data processing has prevented a timely analysis of the data and its use in the design of the subsequent IACYF project. These data would have been critical to demonstrate project impact.

Initiatives for Angolan Children and Youth Futures (IACYF): Cost extension of grant for PBWTT project from October 1, 1999 to September 30, 2002

Funding: USAID (DCOF): \$4,000,000, CCF counterpart: \$1,094,224

The IACYF project was conceived of as a logical expansion of the PBWTT project. The CCF team prepared a concept paper and budget for the extension in early- and mid-1999, assuming that peace would result from the Lusaka Protocol. The concept paper and proposed budget were discussed with

the DCOF office in Washington in mid-1999, and the extension was approved. A formal detailed proposal was not prepared. Such a report would have had to be modified when the political situation changed.

The concept underlying the proposed IACYF program is the reduction of the transgenerational transmission of violent behavior that has been exacerbated by exposure to war. The stated goal of the project is to improve the psychosocial well-being of children, continuing with the school-age group from PBWTT and adding youths between the ages of 12 and 18. The project would continue working in the eight provinces of the PBWTT project: Luanda, Benguela, Huila, Huambo, Bié, Malanje, Moxico, and Uige.

The project was proposed under the assumption that peace and access to rural communities would continue. The proposal stated that “as the situation in Angola improves, more communities should become ripe for work over the next several years, enlarging the pool of communities to be worked in. Whenever conditions in rural areas do not permit project activities, the teams will concentrate on the urban and peri-urban (PBWTT) areas.”

The objectives stated in the concept paper were:

- Provide job and life skills training for youth,
- Enable youth to participate in income-producing activities,
- Develop positive values and prosocial behavior in children,
- Develop skills of positive parenting, and
- Activate community projects of relief, rehabilitation, and development.

Program activities were summarized as follows:

- Situation analysis and identification of areas appropriate for work (goal: 24 municipalities chosen).
- Develop a curriculum to train adults based on the PBWTT experience, modified to include the needs of youths ages 12 to 18 and aimed at strengthening their basic life skills.
- Initial training of the national and provincial teams in activities related to the new project and curriculum.
- Training key adults who work with youth and children using a model similar to that of the PBWTT program, and later supporting their activities with children, and youth and community development (goals: 144 seminars; 2,880 adults trained; indirect results: 3,500 youth participating in sports activities, 25 percent increase of youth in school).
- Job skills training for youth through an apprenticeship system, followed by the support for their income-generating activities, including providing small grants for projects (goal: 3,500 youth in apprenticeships; 1,200 youth in income-generating projects).
- Assistance for school-aged children by training young adults and senior youth volunteers in child development, the impact of violence, and in the organization of activities that promote children's

healing and social integration (goal: 1,000 youth working with younger children, 50 percent increase in children in school, 144,000 children benefitting).

- Activities for the benefit of pre-school children: dialogues with parents and key adults in communities on basic hygiene, the importance of interaction with infants, the damaging effects of corporal punishment and alternatives to it, and other aspects of positive parenting.

Although it was not stated explicitly in the concept paper, activities to stimulate communities to carry out selected development projects aimed at community revitalization and helping youth (following the model of the PBWTT project) were included in the proposed budget. The program planned to have seven provincial teams (each consisting of a field manager, two trainers, five community promoters, and two support staff) and the national staff based in Luanda.

The Security Situation

The IACYF began gradually as activities of the PBWTT project ended. A national planning meeting that included key staff from all the provincial offices was held in Luanda from November 30 to December 4, 1998. The following day government forces launched an all-out offensive against UNITA strongholds in Bailundo and Andulo, the UN observation mission withdrew from the Central Highlands. UNITA rapidly occupied strategic districts in Huambo and Bié provinces and began shelling the provincial capitals. All NGO staff in Huambo and Kuito (Bié) were evacuated and shelling of Malanje city began shortly thereafter. Approximately 200,000 displaced people flooded into the provincial capitals of the Central Highlands.

In January 1999, staff in Luanda met to assess the security situation and to prepare a contingency plan for the project. The following actions were taken in response to the outbreak of war:

- The Malanje office closed before the new project began. This was finalized in February 1999. Project inputs and outputs will be reallocated among the remaining seven provinces.
- Project staff were evacuated from Huambo (only the representative remained), Bié (only the administrative assistant), and Uíge (remaining: the representative, a training assistant, and the administrative assistant remained). Radios were removed from the Huambo and Bié offices as a precaution against looting. It was not possible to remove vehicles. Staff who chose to remain in these capitals are from the region and have family and homes there.
- Situation analyses were prepared for each of the six provinces, with emphasis placed on the security situation and the situation of IDPs. The staff remaining on site in Huambo, Bié, and Uíge did the local situation analyses.
- A decision was made to wait until the end of March to re-assess the security situation and make a final decision about project sites.

- Pending this reassessment, evacuated project staff have been either re-assigned to other offices or have been carrying out other non-project activities, such as helping with the child survival project baseline survey in Huila.
- Reassigned staff have focused on working with newly arriving IDPs.
- Vacant positions have not been filled pending re-evaluation of the security situation. The project is not fully staffed at the moment.

Considerable problems were created by the evacuation of staff, as most arrived with their families and many had nowhere to live. Families were temporarily housed in the “transit rooms” in the back of the Luanda office. Resettlement of displaced staff and their families is nearly complete.

The curriculum was redesigned based on the new situation to emphasize resilience rather than recovery from trauma. The rationale is that people will need to build resilience to a war that has started again, and will continue for an indeterminate time. The project staff reported that, given Angola’s uncertain political future, it would be counterproductive to work toward “recovery,” which implies that the war and its traumas are over. Building resilience to continuing trauma is the logical approach to the current situation.

The renewed influx of IDPs created political pressure on the project to include some IDPs among the populations selected for intervention. Community-level work will focus on achieving “normalcy” for children by providing routines of school and play, while work with community leaders in communication, resilience, and the psychosocial needs of children continues. When possible, staff evacuated from outside Luanda are being assigned to work with displaced populations while the original Luanda team continues work with settled groups and communities.

Renewed project activities are under way in the three stable provinces: Luanda, Benguela, and Huila. Progress in Moxico is less certain due to difficulties in communication. The team has developed standardized guides for use in the new project. These include guides for baseline situation analyses, forms to evaluate knowledge and attitudes before and after training seminars, and reporting forms for training seminars. Project site selection and situation analyses are underway in Luanda, Benguela, Huila, and Moxico. A total of 14 communities and two emergency sites have already been selected. The project sites already selected follow:

SITE	DESCRIPTION
Luanda	
Otan-Ganga	New intervention. Luanda team. Community with about 500 long-term IDPs with over six years in the community. Resident community of IDPs from Bengo province. Will work together with local NGO KRISCARE.
Morro Bento	New intervention. Luanda team. Mix of long-term and new IDPs from various provinces. CCF will work with the Baptist Church.
Hoji-Ya-Henda	Involved in PBWTT project. Luanda team. Mix of original population and IDPs. Very poor community with a high index of violence. CCF will work through the Santo António parish which has a program for informal education currently not recognized by the Ministry of Education (MINED).
N'Gola Kiluanje	Luanda team. Mixed population of original residents and IDPs. CCF will channel interventions through social promoters in the community.
Viana IDP camp*	New activity to be carried out by transferred personnel. Camp comprised of about 2,500 IDPs of which 400 are long-term IDPs and the rest are newly arrived.
Palanca orphanage*	New intervention to be carried out by transferred personnel. Catholic institution housing about 300 young people of whom about 50 are newly arrived, with more arriving daily. Work will focus on activities for youth and training for key adults.

*emergency activities to be implemented by displaced staff

In addition to the above communities, PBWTT's follow-up activities are being completed in School 419 (concluding construction of three classrooms and bathrooms) and Mabor (conclusion of construction of latrines). This will be the end of the project in these communities.

Huila

Lalula I	Community 4km from Lubango (provincial capital) with long-term IDPs and some new arrivals. Stable community.
Lalula II	Similar to Lalula I, but will require separate. It is poorer than Lalula I and has more IDPs.
Comuna da Huila	Stable community 20km from Lubango consisting of original residents and long-term IDPs.
Mitcha community	Stable community about 3km from Lubango consisting of original residents and

long-term IDPs.

Palanca community Community 25km from Lubango.

Benguela

Mina community Community with a population of 7,795 about 13km from Benguela, consisting of original residents and long-term IDPs. Agriculture is the primary economic activity.

Cambangela community Community about 10km from Benguela with many residents working as day-laborers in agriculture.

Caota community Community 20km from Benguela. Original residents and long-term IDPs engaged in fishing and agriculture.

Casseque community Community about 60km from Benguela that also includes some long-term IDPs. Agriculture is the major economic activity.

Caungurulo community Stable community about 70km from Benguela that includes long-term IDPs. Agriculture is the major economic activity.

Situation analyses have been completed in Lalula (Huila), Mina, and Cambangela (Benguela). Training seminars for key adults and community leaders were held in Mina and Cambangela (Benguela) in mid-March to test the new curriculum emphasizing resilience. Seminars are planned for Lalula (Huila) and Otan-Gango (Luanda) in early April. A special training seminar was held March 8 to March 16, in Luanda for police agents who work with juvenile offenders.

CCF's Project Goals

A formal proposal was not prepared at the time of the discussion for the project extension. According to the CCF country representative, the concept paper was designed to frame a discussion of ideas and not to define specific project goals and objectives. The concept paper, however, is true to the goal of the CCF project as it is being implemented, and the numerical outputs suggested are reasonable.

Project staff and the consultants agree that the numerical outputs, stated in the concept paper are attainable given the constraints of the recurrent war. One significant modification will be a reduction in the number of provinces where the project works, from eight to between four and seven. The output targets can be met by increasing the numbers in the stable provinces. With an estimated three million people living in Luanda, the output targets could be met even if the work were restricted to the capital.

The adjustments caused by the war's outbreak have delayed full project implementation, and most likely will cause a delay of three to six months in the project schedule, both in implementation of activities and in spending. Considerable effort will be required to finalize modifications of project goals, objectives, indicators, and curriculum and to recruit and train new staff to complete the teams. Whether it will be possible to recover this lost time remains to be seen, but some delay should be expected.

The second effect of the resurgent warfare is increased heterogeneity of the target population. The original design planned implementation in rural and peri-urban communities. Whereas the original population was to consist of settled groups, the emergency will likely increase the percentage of newly-arrived IDPs. The project will work, however, in different types of sites, such as IDP camps, orphanages and youth homes. The characteristics and needs of these latter groups are different from those of the original target groups. CCF must take care to follow the planned objectives and methods and apply the same indicators with all groups.

Strengths and Weaknesses in CCF's Program Design

Assessment of strengths and weaknesses of the program design is based primarily on interviews with project staff, as M&E data are not available and a full proposal has not been prepared.

Strengths

- The project builds on previous experience and successes and is a natural extension of the PBWTT project. Anecdotal evidence from observation and case studies as well as reports from other institutions indicate that the PBWTT methodology succeeded in improving the psychosocial well-being of children affected by war. The new project adds adolescents to the target group.
- The all-Angolan project staff are dedicated, experienced, and demonstrate an understanding of the psychosocial issues to be addressed by the project, as well as a knowledge of the geography, customs, language, available complementary resources in the community, local politics, and key individuals.
- The project is flexible, tailoring methodology to community needs and circumstances while maintaining a unified overall framework. The psychosocial needs of children and youth in a settled agricultural community that has never directly experienced war may be very different from the needs of children and youth in IDP camps or in institutions for separated children and orphans.

Recommendation: The consultants agree with CCF's decision to include a limited number of IDP camps, youth homes and orphanages among its target groups rather than limiting the project to established communities. The CCF team has adequate experience from previous projects to deal with the different needs of different target groups.

CCF has tackled a problem with which NGOs have little experience. CCF is now recognized as a lead organization in psychosocial issues related to children and war trauma in Angola. This program provides an opportunity to use CCF's reputation to affect policy and public awareness in Angola.

Recommendation: In redefining the project goals, objectives, and activities, CCF should consider including explicit objectives related to public policy and increasing public awareness of the psychosocial needs of children and adolescents in a wartime environment.

Weaknesses

The greatest weakness of the project is the lack of a written project implementation plan, including a clear definition of target groups and selection criteria, a clear delineation of project interventions, and the expected results of those interventions. The lack of a written project implementation plan could be detrimental to the project at the mid-term evaluation, as the evaluation would be based on CCF's preliminary concept paper.

Recommendation: Project staff should write an explicit project implementation plan that includes the elements listed above. A project of this scope needs to plan with clarity, detail, and documentation. Given the project staff's experience in previous projects, this plan should be completed in 7 to 10 days. The staff already has a good start on the M&E plan as a result of this consultation.

The plan should include the following activities:

- Detailed goals, objectives, outputs, indicators, and targets;
- Documentation of training curriculum, including learning objectives, content, methodology, and evaluation;
- Criteria for selection of communities or target groups, and criteria for selection of youth for enrollment in apprenticeships; and
- Criteria for selection of income-generating projects and candidates for such projects

Gender-related issues were inadequately addressed in the IACYF proposal and were a problematic area of the PBWTT project. Activities not related to school or work that are aimed at improving socialization for youth were strongly biased toward "sports," which focus on male participation. More work must be done to identify a broader range of activities for adolescents of both sexes.

Recommendation: Targets and indicators for activities aimed at youth should be disaggregated by gender to collect data on both sexes. See proposed M&E indicators below.

- The all-Angolan staff is a strong group, but it has some weak aspects. Most of the staff was recruited from the provincial capitals in areas where they work. This can lead to decreased flexibility in reassigning staff when areas become inaccessible because of the war. CCF-Angola management is aware of these issues and has taken positive steps to deal with them.

- CCF-Angola has been active in providing displaced staff and their families with psychological, social, and economic support to relocate themselves and continue their work.
- The current instability may nullify some of the project's effectiveness as IDPs come and go and conditions worsen and improve. For example, vocational training for youth in IDP camps should be reconsidered because vocational skills acquired in the peri-urban IDP camp may not be useful in a rural community. At the same time, opportunities for vocational training appropriate for a rural setting, such as agriculture, may be rare at an IDP camp.

Recommendation: Activities with newly arrived IDPs will have to be chosen carefully and normalization of routines and reinforcing resilience and coping skills should be emphasized. Education is a universally useful activity, particularly for females. Other interventions, such as vocational training, may have to be limited until the security situation stabilizes.